SA-CMM Deployment Training Plan

July 2001

Executive Summary:

The Student Financial Assistance (SFA) organization has been working with the Modernization Partner to provide SFA with a comprehensive System Development Life Cycle (SDLC) Process Guide for use by Integrated Product Teams (IPTs). The IPT process was identified as a framework for the teams to use in defining a business problem and developing its solution. The SDLC builds on the IPT process and can be applied to any business situation.

The Process Improvement Program and System Acquisition Process Group (SAPG) will implement Software Acquisition Key Process Areas (KPAs), which support the goal of reaching the System Acquisition Capability Maturity Model Level 2. This effort will deliver policies, processes, procedures and job aids that will be used by the IPTs to acquire IT solutions for the SFA Enterprise. Full deployment support will be provided for the System Acquisition Planning (SAP) and Requirements Development and Management Key Process Areas.

Overview of Training Plan:

The following document is intended to provide some overall guidance about coaching/training requirements for the SDLC and SA-CMM implementation for the SAP and RDM Key Process Areas. Specifically this plan will identify objectives, scope, assumptions and training approaches.

Objectives:

The implementation of SA-CMM training will ensure that the appropriate level of awareness, understanding and knowledge level regarding the System Acquisition – Capability Maturity Model are achieved by designated audiences.

Following the training, attendees will:
- Understand and articulate the purpose, objectives, and strategy of the System Acquisition - Capability Maturity Model (SA-CMM) Program and how SA-CMM affects and improves their projects
- Recognize the purpose, objective, and strategy of the SFA System Development Life Cycle
- Understand how SA-CMM is integrated into the SDLC.
- Comprehend the purpose, processes and procedures aligned with their assigned KPA and understand how they support the PBO objectives
- Identify the tools and resources available to help successfully produce the necessary outputs of the KPA process(es).

Scope:

The CMM Training Initiative, as provided by the Modernization Partner and addressed in this training plan, will apply to the two designated Key Process Areas (SAP and RDM).
- This plan is based upon the current training scope of CMM deployment as described in Task Order 47. If changes in the current CMM project workplan occur, this plan will be reviewed and revised accordingly.
- The Modernization Partner CMM Training team will define training requirements, design and develop goal-based scenarios for participant sessions, and support the delivery of coaching for the two chosen KPAs as well as an SDLC review.
- The Modernization Partner CMM Training team will develop the job-aids required to enable CMM compliancy of each of the two Key Process Areas fully deployed by the Modernization Partner (SAP and RDM) as well as create a feedback mechanism for the overall training effort.

- Upon completion of the formal coaching, training measures will be implemented. This may include a peer review of work products completed post training or an example based off of the QA process review feedback.
- Deployment of Configuration Management, as referenced in TO 47, refers to this KPA being completed to the extent of being "deployment ready". The Modernization Partner is not responsible for actively performing the detailed communication, training and general socialization for this KPA.

Assumptions:

The following assumptions were made for the SA-CMM Training Plan:

- All training content will be validated through peer reviews with subject matter experts.
- A minimum of 2 reviews of the training materials will be completed with the appropriate SFA point person prior to delivery.
- Training announcements/invites will be sent to the appropriate attendees by the sub-group team lead as detailed in the SA-CMM Deployment Communication Plan[*].
- Room reservations will be the responsibility of a designated SFA SAPG team member.
- The Modernization Partner SA-CMM training team will provide all necessary training materials.
- SFA and Accenture team members will conduct training sessions through a collaborative effort. This may include half of a session being led by an SFA member and the remaining half by an Accenture member.
- Any additional training, as arranged by SFA (eg:SEI) is not within the scope of the Modernization Partner training curriculum. Carol Kuriatnikova is the SFA training coordinator for this training and will serve as the point of contact.

Overall Training/Coaching Approach

SAPG will develop effective, repeatable, outcome-based processes, which define how SFA conducts the business of acquisition development and deployment of system solutions

The following 3-tiered approach will be used to develop and deliver the SA-CMM knowledge base to the appropriate SFA employees. Following is the conceptual design planned for training purposes:

Awareness Training: The awareness presentations, developed for each Key Process Area (KPA) and provided for all subgroups and other affected SFA employees, will provide a high level understanding of what the individual KPA is. The presentation will answer the "so what" and "how will this help me" questions. It will also explain the benefits associated with the KPA implementation and how it fits into the current processes within SFA.

Individual KPA Coaching Sessions: These SAP and RDM KPA coaching sessions will be delivered to a designated target audience at the pre-determined point of need. They will begin with a brief, instructor led/facilitated overview of the overall System Development Lifecycle (SDLC) to ensure a full, comprehensive understanding of this concept by all participants. This will be followed by goal based learning scenarios placing participants in multiple, realistic situations requiring completion of the appropriate steps of the specified KPA process. To successfully complete the session, participants will complete the process, from beginning to end, utilizing the tools and techniques available to them.

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[*] Specific communication schedule for training is currently in development and not included in June 15, 2001 communication plan.

These sessions will build upon existing knowledge of the acquisition process as well as the knowledge base acquired during the Awareness Training, recapping the "what" question with regard to the individual KPA process(es) and its benefits. Additionally, participants will gain a more detailed understanding of "why" this process has been enhanced, "what" the improvements entail, "how" this will impact SFA as a whole and more specifically the impact on each participants' daily responsibilities and procedures. Through these training exercises participants will have the opportunity to sharpen the skills and be introduced to the newly improved tools required for their daily jobs - further enhancing performance potential.

Informal Coaching: Upon completion of the global sessions, process support and coaching sessions will be available on an as-needed basis to further support the SFA employees. Coaching will be provided to those who may have additional questions about the overall SA-CMM model, a specific KPA or, is in need of further required skill development (based upon remaining time allocation of TO 47) with regard to the KPA.

Training Effectiveness:

All areas of training will have a corresponding series of training measures to determine the level to which the desired outcomes were achieved.

* In this training plan, the term System Acquisition equates to Software Acquisition